Cash Management - Week 2

Materials:	Location:
	Store Portal>Documents>Program Materials>Better Ways>Cash Management

Date	Store Manager Activity:
8/10-8/16	1. Track safe inventory daily using the Safe Inventory Tracking Sheet.
	2. For the week of Aug. 24 schedule time to complete the following:
	<pre>Set Up Safe, MWS and Change Cadence □ Schedule one hour to set up visual management in the safe (50 min.), set up the MWS (10 min.) and establish a change order cadence. □ Bill this hour time to store "training."</pre>
	Customize your store's Repeatable Routine. Implement and teach the customized routine to cash controllers. Bill one hour to store "training."



Cash Management - Week 3

For this week's activities, you will use the following materials:

	Mat erials:	Location:
	Safe Inventory Tracking Sheet	
	SM Planning Guide for Cash Management	
	Two copies of each Go See Worksheet for Cash Management o Part 1: Banking Process o Part 2: Safe Count	Store Portal>Documents>Program
	Cash Management Program Guide	Materials>Better Ways>Cash Management
	Repeatable Routine Instruction Sheet for Cash Management	
	Repeatable Routine Job Aid	
	Deposit Workflow Job Aid	
0	Deposit Workflow Placemat	

Date	Store Manager Activity:	
8/17-8/23	1. Continue tracking safe inventory daily using the Safe Inventory Tracking Sheet.	
	2. Receive and print Cash Management Better Way materials. □ Print two copies of each Go See Worksheet. □ Use the SM Planning Guide to determine when you should review specific program materials. This will help you focus on the right materials at the right time. □ Read the Program Guide to learn how to approach and implement this Better Way. The purpose of the Program Guide is to understand: ❖ What are the key concepts of this Better Way? ❖ What's different? ❖ Ideas on how to set up: □ Visual management in the safe. □ The managers' workstation (MWS) area to support the Repeatable Routine and Deposit Workflow. ❖ How to get started using a change cadence 3. Print Go See Worksheets. □ Print two copies of each Go See Worksheet. □ Review in advance of observations. □ Complete the Go See activity prior to reviewing the remainder of the materials in order to remain objective during observation and prevent thinking about what the future state may be.	

See Cash Management Week 3 - continued on the following page.



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Cash Management Week 3-continued

Date	Store Manager Activity:
8/17-8/23	 4. Complete Go See: Banking Work. □ Create the environment for an effective Go See. Put partners at ease - let them know you will be watching the work, not the partners. □ Observe two different cash controllers complete the banking process (change order and deposit). □ Observe one cash controller who frequently completes these tasks. □ Observe one cash controller who occasionally completes these tasks. □ Record measurements on the Go See Worksheet. Document each observation separately.
	 5. Complete Go See: Safe Count. As part of your regular shifts observe two different cash controllers complete a safe count at shift change. Create the environment for an effective Go See. Put partners at ease - let them know you will be watching the work, not the partners. Record measurements on the Go See Worksheet. Document each observation separately.
	6. Reflect on Go See observations. ☐ What did you see? ☐ What were the differences between the partners you observed? ❖ Troubleshooting approaches from other store managers
	 7. Complete introduction to Repeatable Routine for Cash Management. □ Compare and identify key differences between observed Go Sees and the Repeatable Routine. What differences do you notice? What may need to be customized for your store? □ Complete a change order and deposit at least two times using the Repeatable Routine. (Do not bill to training time) 8. Discuss Go See findings and other learnings with your district manager (DM).



Cash Management - Week 4

For this week's activities, you will use the following materials:

Materials:	Location:
Safe Inventory Tracking Sheet	
Repeatable Routine Customized Instruction Worksheet	
Repeatable Routine Customized Job Aid	
Cash Management Program Guide o MWS Station Setup Guide for Repeatable Routine o Visual Workflow for Repeatable Routine - Deposit o Understanding the Change Cadence	Store Portal>Documents>Program Materials>Better Ways>Cash Management
Colored Tape	Arrived in store mail on Aug. 17
Safe Station Setup Guide for Repeatable Routine and Visual Management for Repeatable Routine - Safe Setup	Color copy arrived in store mail on Aug. 17 (also included in Cash Management Program Guide)

Date	Store Manager Activity:	
8/24-8/30	1. Continue tracking safe inventory Monday June 29 - Sunday, July 5 using the Safe Inventory Tracking Sheet.	
2. Set up and implement visual management in the safe. Use the Setup Guide to prepare your store. Locate colored tape that arrived in store mail.		
	3. Set up and organize MWS area. Use the Setup Guide to prepare your store.	
	 4. Set up and implement change order cadence. □ Refer to the Program Guide for an overview on how to get started using a change cadence. □ Refer to the completed Safe Inventory Tracking sheets. 	
	5. Complete your store's Repeatable Routine Customized Instruction Worksheet.	
	Review and understand the major steps of the Repeatable Routine. Evaluate where adjustments must be made to customize the Repeatable Routine for your store. In this Better Way the sequence of work directly correlates to an overall improvement in time and quality. Carefully consider before modifying. Customization is anticipated primarily in adjustments to station setups and variation based on safe location. Customization to the major steps and/or sequence of the steps should be minimal.	



See Cash Management Week 4- continued on the following page.

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Cash Management Week 4- continued

Date		
- constant and the second	Store Manager Activity:	
8/24-8/30	o. (complete your store's Repeatable Routine Customized	
	 Instruction Worksheet. □ Consider ways to involve your team. Since they are closest to the work, they have great ideas to contribute, appreciate the involvement and gain a sense of pride in the work. □ Complete the Repeatable Routine Customized Instruction Worksheet. You will use this worksheet to teach the Repeatable Routine at your store. Complete the Repeatable Routine Job Aid. 	
	6. Implement and teach your store's customized Repeatable Routine.	
	☐ Teach cash controllers your store's Repeatable Routine. ☐ Consider the following when teaching your store's Repeatable Routine: ♣ Demonstrate the Major Steps. ♣ Demonstrate the routine a second time and explain the Major Steps, Key Points and Reasons Why. ♣ Have the partner demonstrate the routine and coach adjustments with the partner to ensure partner follows routine. ♣ To ensure comprehension, have the partner teach the process to you, including the Major Steps, Key Points and Reasons Why. ♣ Some partners may benefit from seeing the first Go See results and/or materials in the Program Guide or Setup Guides. ☐ Place the Repeatable Routine Job Aid and Deposit Workflow in the line of sight of the cash controller.	
	☐ Throughout the week, check in with cash controllers. ♣ Ask for feedback: • What are they experiencing? • Why?	
	7. For the week of Sept. 7 schedule time to complete the following	
	Follow-up Go See: Banking Process Schedule two 30-minute Go Sees to observe two different cash controllers complete the banking process (change order and deposit). Plan to observe one cash controller who frequently completes these tasks. Plan to observe one cash controller who occasionally completes these tasks. Bill this time to store "training."	
	Follow-up Go See: Safe Count As part of your regular shifts plan to observe two different cash controllers complete a safe count at shift change. (Do not bill to training time)	
11.	8. Roll up first Go See data to DM.	

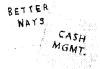
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Cash Management - Week 5

For this week's activities, you will use the following materials:

Materials:	Location:
☐ No materials needed	

Date	Store Manager Activity:		
8/31-9/6	1. Teach remaining cash controllers your store's customized Repeatable Routine.		
	 Continue using the Repeatable Routine. Be accessible to coach the routine and safe count. Consider tracking improvements to the deposit, change cadence and safe count. 		
	3. Check and adjust change order cadence. Does the reduced change order frequency support the business? Could you further reduce the frequency? Did you have sufficient change across all days? If not, why? What other information would you need to adjust the cadence?		
	4. Review the deposit start/stop times on the Cash Management Log as a tool to gauge if there is an improvement in time.		



Cash Management - Week 6

For this week's activities, you will use the following materials:

	and the second majoritation.
Materials:	Location:
☐ Two copies of each Go See Worksheet for Cash Management ○ Part 1: Change Order & Deposit ○ Part 2: Safe Count	Store Portal>Documents>Program Materials>Better Ways>Cash Management

Date	Store Manager Activity:
9/7-9/13 1	 Complete follow-up Go Sees: ☐ Go See the Banking Work and Safe Count process at your store. Observe and collect data on your store's customized Repeatable Routine. ☐ Create the environment for an effective Go See. Put partners at ease - let them know you will be watching the work, not the partners.
	Go See: Banking Process ☐ Observe two different cash controllers complete the banking process (change order and deposit).
	Go See: Safe Count ☐ As part of your regular shifts observe two different cash controllers complete a safe count at shift change. (Do not bill to training time)
	 □ Did you see improvements between your first Go Sees and your follow-up Go Sees? □ How does the improved proficiency time compare to time observed in the first Go Sees? ❖ Was there less motion? ❖ Did it take less time? ❖ Why or why not? How do you know? □ How will you sustain improvements? □ What additional adjustments will contribute to the success of this routine? □ Discuss findings with your DM.



Cash Management - Week 7

For this week's activities, you will use the following materials:

Mat er ials:	Location:
	Store Portal>Documents>Program
needed.	Materials>Better Ways>Cash Management

Date	Store Manager Activity:
9/14-9/20	 Continue to coach partners and improve your store's customized Repeatable Routine. ☐ Establish a place for your store's Repeatable Routine Customized Instruction Sheet to live as reference for improvement and/or training. Use data and observations collected from the follow-up (and future) Go Sees to check, adjust and improve the Repeatable Routine. ☐ The purpose of the Cash Management Repeatable Routine is to: Reduce Time \$ Simplify the Process
	 ♣ Ensure Quality 3. Sustain the Repeatable Routine at your store. □ Periodically check and adjust. By engaging your team and observing the work, you will find more opportunities for improvement over time. Share your future learning and results with your DM and peers.
	3. Roll up follow-up Go See data to DM. Go to www.mystarbucksidea.com/partner and locate the Starbucks Lean Thinking Blog to submit questions and suggestions and to engage in dialogue with the Lean Team and fellow partners



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Safe Inventory Tracking Sheet

The purpose of this tool is to track your safe inventory in order to understand how much is in your safe today. This will help you establish appropriate inventory levels, set pars and follow a change order cadence.

Week#

- Count and log at the same time every day (following the morning peak period and prior to completing the change order and deposit)
 - Record if the tills are stocked at the time of the safe count.
- Record the start and stop time of the safe the count and change order (when completed)
- Record daily thoughts/feelings about inventory levels and a brief explanation of why a change order was/was not completed.

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BETTER MAYS

Go See Cash Management

For this activity, go where the work is done and observe another cash controller completing the banking work for the day (safe count, change order, and deposit completion)

Before you go see.

- Schedule yourself in addition to a cash controller to do the banking work for the day
- Schedule and instruct the cash controller to complete the deposit, change order and bank run consecutively
- Ensure that you have the following supplies:
- 1. Cash Go See (this document)
- 2. A writing utensil
- 3. A timing device
- 4. A notebook/timing sheet

While you are in the store...

- Watch the banking work and safe count
- Use the worksheet to draw, measure and observe the banking work and safe count
- Record the time, hand movements, organization, general observations and reasons why

See the banking process and know See hand and body motion and its See how the way the work is done Be an unbiased learner, not an inspector or judge of the work impact on the customer, partner Focus on what actually happens, not what should happen how long it takes affects quality and process Objectives: Remember:

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Focus on the "how" not the "who"

CASH

5744

Part 1: Banking Work

Step 1: Record Deposit Prep and Bank Time

Record Instances of Mental Strain

Total	29 min	Tolai	23 min
Stop: Bank Witness	10:35	Stop: Al Banting Complete	11:03
Start: Set Safe	10:06	Start. Leave Store	10:40

^{*}including putting change away and completing Cash Management Log

Record Hand Hotion & Deposit Work

Keasonks).	Pulling out keyboard tray	Keystiroles (Record only 3 bays) Ny Reason(s)	Partner had to keystroke down to get to right place to enter amount
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Recount of bags, much rework

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Store #: 5223

Date: Monday, May 12

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BETTER

Part 2: Safe Count

Record Total Safe Count Time

Draw the Content of the Safe

Lata	7 min
Stop: close Safe	9:52
State: Set Safe	3:45

Step 2: Record Partner Motion at the Safe (every time partner touches any item)

١٤٥٨١٥	Partney recounted change multiple times	
Tally	1111 1111 1111 1111 1111 1111 1111	

Step 3: Record General Observations

Partner picked up/put down pen multiple times Many items in the safe seemed unnecessary Counting incurred much mental strain

(MEMT LOG LOST+FOUND EXTEN KEYS CONTRA BINS(4) DOOR 2 PERFECTS MATEN CEST 9207 9755 0 Ø 2 Ø -Property

Store #: 5223

Date: Monday, May 12

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CASH

BETTER

Part 1: Banking Work

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Draw Deposit Wor.

Step 2: Record Hand Motion for Deposit Work

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Store #:

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CASH MGMT.

BETTER

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Step 4: Draw the Content of the Safe					
Record Total Safe Count Time	Start: Stop: Total	Record Partner Hotion at the Safe (every time partner touches any item)	Tally	Record General Observations	

Tally

Store #:

Date:

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CASH MGMT

SETTER WAYS

	Re,	peatable Routine Instruction Sheet		
Cash M		y Concepts: Motion + Work & Value	of Repeatable Ro	utines
	Major Step Defines what to do)	Key Point Undicales how to complete Major Step)	Reason Why (Tells why)	Time
0	Set Uuter Safe, Set Inner Safe and Prepare for Deposit	 Prep deposit bag / slip / Cash Management Log (CML) during two minute safe timer Set screen to main menu Set up workstation Count log of previous day's bags 	 Save time Save time and maintain security Reduce errors Reduce errors 	2 min
	IF CHANGE ORDER DAY:	Prépare Change order form at safe	Reduce motion and save time. Save time	4 min
2	Collect Previous Day's Till Drop Bags	 Verify previous day's drop bags and match to log Close the safe 	 Quality: correct money, correct day Meet safety requirements 	1 min
3	Sort Bags	Sort and stack by matching register and top/ böttom drawer assignment	Maintain order of bags	30 sec
4	Count Bags & Verify Funds	Follow sequence on MWS to enter amount by denomination or jump sum (F5)	• Save time and Quality	40 sec per bag
5	Verify Total Deposit Funds	 Use cash scale to count funds If funds do not match, re-weigh If funds do not match a second time, hand-count 	 Save time and improve quality Improve quality Quality check machine accuracy 	1 min, 10 sec
6	Finalize Deposit	 Finish deposit bag / slip / CML Consolidate funds in bag Bunch all previous day's sales media, staple and place in envelope Staple bag strip to CML 	 Improve accuracy and meet standards Save time Improve quality and save time Meet standards 	2 min
7	Go To Bank	Obtain bank witness	Meet standards	Variable
	Complete Banking	Document bank records in CML (during two minute timer, if applicable)	Meet safety standards	30 sec
	if change order day:	Set-safe, control change funds Rut change in safe and close safe	Meet standards Meet safety standards	2 min, 30 sec

BETTER WAYS CASH MGMT. Total Proficiency Time: 18 - 25 Minutes (excluding bank trip)

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DEFENDANT'S

S00847 6th Waverly

To...

<u>C</u>c...

<u>B</u>cc...

Subject:

Attachments:

Hello Leedel, Jessica, Brytisha, Glenda and Alex,

Usually, I would discuss something like this in a management meeting but this subject is too important to wait. With the rollout of Cash Management Simplification (CHS), we have been experiencing a lot of problems that need to be addressed ASAP.

1. The safe must NEVER fall below \$2400...do NOT short the safe to fix tills! Beginning Monday, October 22, any safe shortages will be attributed to the Cash Controller (CC) on duty and that CC will receive a corrective action immediately. As a CC you have the responsibility of accurately handling your cash. Here are some examples:

*you somehow "misplace" cash from the safe during your shift- even if the money is later found, you will receive a corrective action for mishandling cash- you need to be accurate!

*you lose cash and the money isn't found-immediate corrective action.

2. You must complete your safe count-this includes time, initials, everything! When counting the safe over to someone, you should time manage well enough that the next CC can count before you clock out and verify your count. If you take the safe from someone AND it is short AND you didn't verify the safe together or before the first key holder left, BOTH CC will be written up since we can't tell who the shortage belongs to.

If you open and the safe is short but the closer says the safe was fine, I need to be alerted ASAP by voicemail or text so that I can run an investigation.

- 3. If you complete the deposit but "forget" to get witnesses, staple any of the necessary papers to the book (the computer printout, the bank receipt, the bag seal), or don't completely fill out the deposit prep information-including the bank time and change amount-you will receive a corrective action. You are being paid to not forget!
- 4. If you "forget" to write the over/shorts when completing the deposit, you will receive a corrective action. Again, you get paid to NOT FORGET.
- 5. We all need to do a better job of not letting tills fall below \$200. If you are the CC, you should be parring tills so that doesn't happen. If you are closing, you should be pulling the entire till to the back so that we don't have bags with excess cash in them. Use the DCR's to help you plan who will be using the till last so that at the end of the night you don't have money problems.

This situation is extremely serious...the management team is having more trouble with CHS than necessary...if you have ANY questions ask me ASAP. I am making everyone sign this and I'm putting it in your file...again, corrective actions will begin on Monday 10/22.

Serenity Marshall

http://rtlwebmail.starbucks.net/exchange/S00847/Drafts/?Cmd=new

10/20/2007



FISCAL YEAR 2011

	OCTOBER, PERIOD 1—FY '11										
10/4/10-10/31/10											
	Mon	Tue	Wed	Thu	Fri	Sat	Sun				
week 1	4	5	6	7	8	9	10				
week 2	11	12	13	14	15	16	17				
week 3	18	19	20	21	22	23	24				
week 4	25	26	27	28	29	30	31				

	APRIL, PERIOD 7—FY '11 4/4/11–5/1/11											
	Mon	Tue	Wed	,,	Fri	Sat	Sun					
week 27	4	5	6	7	8	9	10					
week 28	11	12	13	14	15	16	17					
week 29	18	19	20	21	22	23	24					
week 30	30 25 26 27 28 29 30 1											

	NOVEMBER, PERIOD 2—FY '11										
11/1/10-11/28/10											
	Mon	Tue	Wed	Thu	Fri	Sat	Sun				
week 5	1	2	3	4	5	6	7				
week 6	8	9	10	11	1.2	13	14				
week 7	15	16	17	18	19	20	21				
week 8	22	23	24	25	26	27	28				

MAY, PERIOD 8—FY '11											
5/2/11-5/29/11											
	Mon	Tue	Wed	Thu	Fri	Sat	Sun				
week 31	2	3	4	5	6	7	8				
week 32	9	10	11	12	13	14	15				
week 33	16	17	18	19	20	21	22				
week 34	23	24	25	26	27	28	29				



	DECEMBER, PERIOD 3—FY '11 11/29/10–1/2/11											
	Mon	Tue	Wed	Thu	Fri	Sat	Sun					
week 9	29	30	1	2	3	4	5					
week 10	6	7	8	9	10	11	12					
week 11	13	14	15	16	17	18	. 19					
week 12	20	21	22	23	24	25	26					
week 13	27	28	29	30	31	1	2					

	JU			D 9—I 7/3/11			
	Mon	Tue	•	Thu	Fri	Sat	Sun
week 35	30	31	1	2	3.	. 4	5
week 36	6	7	8	9	- 10	11	12
week 37	13	14	15	16	17	.18	19
week 38	20	21	22	23	24	25	26
week 39	27	28	29	30	1	2.	3
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	JANI	,	PERI			l 1				
	1/3/11-1/30/11									
	Mon	Tue	Wed	Thu	Fri	Sat	Sun			
week 14	3	4	5	6	7	8	9			
week 15	10	11	12	13	14	15	16			
week 16	17	18	19	20	21	22	23			
week 17	24	25	26	27	28	29	30			

JULY, PERIOD 10—FY '11											
7/4/11-7/31/11											
Mon	Tue	Wed	Thu	Fri	Sat	Sun					
4	5	6	7	8	.9	10					
11	12	13	14	15	- 16	17					
18	19	20	21	22	23	24					
25	26	27	28	29	30	31 [.]					
	Mon 4 11 18	7/4 Mon Tue 4 5 11 12 18 19	7/4/11-7, Mon Tue Wed 4 5 6 11 12 13 18 19 20	T/4/11-7/31/11 Mon Tue Wed Thu 4 5 6 7 11 12 13 14 18 19 20 21	T/4/11-7/31/11 Mon Tue Wed Thu Fri 4 5 6 7 8 11 12 13 14 15 18 19 20 21 22	T/4/11-7/31/11 Mon Tue Wed Thu Fri Sat 4 5 6 7 8 9 11 12 13 14 15 16 18 19 20 21 22 23					

	FEBRUARY, PERIOD 5—FY '11										
		1/3	1/11-2	2/27/1	1						
	Mon	Tue	Wed	Thu	Fri	Sat	Sun				
week 18	31	1	2	3	4	5	6				
week 19	7	8	9	10	11	12	13				
week 20	14	15	16	17	18	19	20				
week 21	21	22	23	24	25	26	27				
1											

	AUGUST, PERIOD 11—FY '11										
8/1/11-8/28/11											
	Mon Tue Wed Thu Fri Sat Sun										
week 44	1	2	3	4	5	6	7				
week 45	8	9	10	11	12	13	14				
week 46	15	16	17	18	19	20	21				
week 47	22	23	24	25	26	27	28				

MARCH, PERIOD 6—FY '11									
	2/28/11-4/3/11								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun		
week 22	28	1	2	3	4	5	6		
week 23	7	8	9	10	11	12	13		
week 24	14	15	16	17	18	19	20		
week 25	21	22	23	24	25	26	. 27		
week 26	28	29	30	31	1	2	3		

SEPTEMBER, PERIOD 12—FY '11								
8/29/11–10/2/11								
	Mon	Tue	Wed	Thu	Fri	Sat	Sun	
week 48	29	30	31	1	2	3	4	
week 49	5 .	6	7	8	9	10	11	
week 50	12	13	14	15	16	17	18	
week 51	19	20	21	22	23	24	25	
week 52	26	27	28	29	30	1	2	

Cash Management Log Policies, Standards & Procedures

The Cash Management Log must be completed each day. Print legibly and complete in pen. Store operating funds and tip funds must be secured at all times.

Till Drop Procedure (Cash Controller):

- 1. Record register partner's name, Register ID (#, Top/Bottom), date and CC initials on till drop bag.
- 2. Place funds from drop box, sales media from POS drawer and Closing Register Receipt in till drop bag. Seal till drop bag.
- 3. Record register partner name, entire till drop bag #, CC initials and time on the matching Register ID section of the Till Drop Log.
- Secure till drop bag in inner compartment of safe, behind door 2.

Final Use Till Count Procedure (Cash Controller):

- 1. Remove till, sales media from POS drawer, funds from drop box and Closing Register Receipt.
- 2. Count down combined funds from till and drop box using cash scale in cash calculator mode.
- 3. Remove funds in excess of opening fund amount, leaving opening fund amount in till.
- 4. Follow Till Drop Procedure to secure excess funds, sales media and closing register receipt.
- 5. Secure till with verified opening fund in POS drawer or safe.

Safe Count Procedure (Cash Controller):

The safe must not be left open and unattended.

The safe must not be opened or the time delay set during the first 30 minutes and the last 30 minutes of customer operations.

Only the Cash Controller may set and access the safe.

Complete and record an accurate physical "start" count when accepting the cash controller keys and an "end" count when passing the cash controller keys to the next cash controller or counting out at the end of day.

- 1. Record CC initials and start or end count time on the Safe Count Log.
- Count and record change fund amount, opening till fund amounts, # of till drops, # of Customer Recovery certificates, PCard, and # of tip drops.

NOTE: Lock Out Period Safes: When completing a safe count during the Lockout Period (3pm-8am) record "N/A" or "Locked Out" in the number of till and tip drop section of the safe count. All safe counts occurring outside of the lockout period (8am-3pm) must include an actual physical count of all till and tip drop bags.

Deposit Log (Cash Controller):

NOTE: Procedures for preparing the deposit and transporting the deposit to the bank are located in the Store Operations manual section 4 Cash Control.

The deposit must be prepared and transported to the bank every day.

The deposit must be prepared after 8am and must be transported to the bank by 3pm.

The deposit must be taken inside the bank for processing if the bank is open. The weekend depository box must only be used if the bank is closed.

Deposit Prep Section Procedure:

- 1. Record the start time and CC initials in the Deposit Prep section on the date the deposit is processed.
- Record deposit \$, deposit bag # and completion time.
- 3. Deposit Witness records their initials after confirming that the CC initials, completion time, deposit slip amount and sealed deposit bag # are accurately recorded in the Deposit Prep section.
- 1. Secure sealed deposit bag in inner compartment of safe, behind door 2, if not immediately transported to bank.

Deposit to Bank Section Procedure:

- Record CC name taking deposit to bank, date to bank, time to bank and deposit bag # in the Deposit to Bank section on the date the
 deposit is processed.
- 2. Banking Witness records their initials after confirming that the CC initials, date and time of the CC departure to bank and sealed bag # are accurate and recorded in the Deposit to Bank section.
- Record validated deposit amount and validated time on Deposit to Bank section and attach validated deposit slip after returning from
 the bank or when the deposit slip has been retrieved for deposits made through the weekend depository.

Till Audit Procedure (Store Manager):

A minimum of two random till audits must be performed each week.

- Follow steps 1-4 of Final Use Till Count.
- Record SM name, date, register partner's name and Register ID on Partner Till Audit Log. Over/short will be recorded when deposit
 is prepared.
- 3. Secure till with verified opening fund in POS drawer or safe.
- 4. Ensure over/short is recorded after deposit is prepared on following day.

Report Store Operating Funds Procedure (Store Manager):

The Store Operating Funds (change bank and till bank) must be physically verified and updated on the MWS each week.

- 1. From the MWS select "Manager Menu", "Daily Bookkeeping Menu", "Report Store Operating Funds"
- F1 to Count Change/Till Bank Funds. Enter the amount of money actually in the Change and Till Bank in the two fields "Total
 Change Bank" and "Total Assigned/Unassigned Tills". Record the total on the Cash Management Log under "Report Store Operating
 Funds" and sign off.
- 3. Upon completion of entering the funds amounts press "F1" to Save and then "F7" to Quit.

Tip Drop Procedure (all partners):

Tip funds must be secured at all times.

- 1. Remove tip funds from plexi, place funds in a tip drop bag and seal tip drop bag.
- Record date on tip drop bag.
- 3. Record partner #, initials, and entire tip drop bag # on the Tip Drop Log.
- 4. Secure tip drop bag in inner compartment of safe, behind door 2.
- 5. Witness records their initials and time after verifying the tips have been secured in the safe.

Tip Drop Removal Procedure

- 1. Remove tip drop bags from inner compartment of safe (cash controller).
- 2. Record entire tip drop bag # for each tip drop bag on Partner Tip Removal Log.
- 3. Record CC initials as Witness and time.
- 4. Transfer tip drop bags to partner processing tips.
- 5. Partner receiving tip drop bags records partner # and initials after verifying tip drop bag #'s.

Accountability and Duty to Report

Failure to comply with cash management log policy endangers partner safety. Acts in violation or omissions of policy are grounds for disciplinary action up to and including termination. Uncorrected or continuing violations must be reported to management, your local Partner Resources generalist or the Standards of Business Conduct Helpline at 800/611-7792 (866/614-0760 for French-speaking partners)

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Cash Management Log							
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REGISTER 3 TOP PARTNER DROP BAG NAME	# CC TIME (NITIALS	REGISTER 3 BO PARTNER NAME	DTOM TILL DROP LOC DROP BAG # CC TIME INITIALS				
RECISTER 4.TOP PARTNER NAME DROP BAG	TILLEBROP LOG # CC TIME INITIALS	PARTNER NAME	TTOM TILL DROP LOG DROP BAG# CC TIME INITIALS	i marely supplied by the			

Purpose: To see the store through the customer's eyes The Values Walk is designed to help you evaluate how your store looks and feels from the customer's point of view. You need to become the customer, experience what they experience, and observe what they observe. Based on your observation, think about what immediate actions will ensure the store is executing standards and exhibiting The Green Apron behaviors to create the Third Place environment for our customers. Complete a Values Walk daily Focus on what actually occurs during your Values Walk Be detailed and thorough on what is applicable to your store when recording your experiences and observations Take timely action immediately and discuss follow up items with your manager Be Welcoming - Store Exterior Do our customers have a welcoming first impression of the store? To ensure customers have a positive first impression of the store, observe the customer's travel path into or around the store such as the condition of the store's footprint, entrance, trash cans, windows, outdoor seating, parking lot, sidewalks, etc. Determine what can be done to improve the customer experience and take action. Observation: Who has 10 minute timer Observation: Who has 10 minute timer Does the store create the ThirdPlace environment for customers? Your store should be welcoming and have an inviting and comfortable atmosphere. Ensure your store is creating the Third Place environment by evaluating the store's ambiance; look at store layout, perimeter, music, lighting, temperature, seating areas and traffic areas. Determine what can be done to improve the customer experience and take action. Observation: Lobby Slide Routine Condition: Lobby Slide Routine Condition: Recognize: Recognize:	Top Two CV Opportunities: Time:	Values \ 1_Spec 57 2 denlines 51	Nalk り。 Overall Sat: 石 え	Dominique Tray Rethry Liz Viorber Kin Yur Toona
Do our customers have a welcoming first impression of the store? To ensure customers have a positive first impression of the store, observe the customer's travel path into or around the store such as the condition of the store's footprint, entrance, trash cans, windows, outdoor seating, parking lot, sidewalks, etc. Determine what can be done to improve the customer experience and take action. Observation: Who has 10 minute timer Make Time left on timer O O O O O O O O O O O O O O O O O O	The Values Walk is designed view. You need to become t Based on your observation, exhibiting The Green Apron . Complete a Values Walk . Focus on what actually of Be detailed and thoroug observations	to help you evaluate how you he customer, experience what think about what immediate a behaviors to create the Third daily occurs during your Values Wal th on what is applicable to you	or store looks and feels from the they experience, and observe actions will ensure the store is Place environment for our cus kurstore when recording your e	e what they observe. executing standards and tomers.
Be Welcoming - Store Ambiance Does the store create the ThirdPlace environment for customers? Your store should be welcoming and have an inviting and comfortable atmosphere. Ensure your store is creating the Third Place environment by evaluating the store's ambiance; look at store layout, perimeter, music, lighting, temperature, seating areas and traffic areas. Determine what can be done to improve the customer experience and take action. Observation: Lobby Slide Routine - CONDINER LAND - TOD - TO	Do our customers have a we To ensure customers have a around the store such as the parking lot, sidewalks, etc. D Observation: Who has	lcoming first impression of the positive first impression of the condition of the store's footpetermine what can be done to to minute timer N & A	e store, observe the customer' orint, entrance, trash cans, win o improve the customer experi Time left on timer	dows, outdoor seating, ience and take action.
Your store should be welcoming and have an inviting and comfortable atmosphere. Ensure your store is creating the Third Place environment by evaluating the store's ambiance; look at store layout, perimeter, music, lighting, temperature, seating areas and traffic areas. Determine what can be done to improve the customer experience and take action. Observation: Lobby Slide Routine - CONDINENT LAND - Hold Seevice to NOI washess		•	se Recognize: .	
to improve the customer experience and take action. Observation: Lobby Slide Routine - condinent by - - for ble seewise to Nov waters -	Your store should be welcomed is creating the Third Place en	ning and have an inviting and overland of the solution ment by evaluating the s	comfortable atmosphere. Ensu store's ambiance; look at store	· layout,
- Apple service to NOU customes -	to improve the customer exp Observation: Lobby Sli	erience and take action. de Routine	traffic areas. Determine what	can be done
- Coach: Recognize:	-		- -	
	Coach:		- Recognize:	

Is the customer highly satisfied with his or her experience?

Every customer should leave the store happy and highly satisfied. Baristas should do everything in their power to make this happen by connecting, discovering, and responding to the customer's needs. Look for cues such as baristas smilling, offering help and being friendly. Listen for a thank you at the register and at the hand-off. Ask customers that leave the store whether they were happy with their experience. Determine what can be done to improve the customer experience and take action.

Anticipate:			
Coach: Tray: Filmsteans/80	cotner Idid not	Recognize:	and the state of t
Connect:	greet		,
Coach:		Recognize: Kin recognizo /conce	to Sulv/4
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Personalize:	
coach: Bethry white noch not called at by	UMA Recognize;
Own:	
Coach:	Recognize:
Follow up Action:	
Be Involved - Wait time experience	
Does the customer have a quality experience while waiting?	
The customer's perception of their experience is greatly influen	
waiting in line. They notice whether the barista is acknowledging	
the appeal of the pastry case, how the food and beverages are	
view into the cafe. Many customers enjoy being involved in cor	
what can be done to improve the customer experience and tak	e action.
Observation:	
Follow up Action:	
D. C. Julius T. J.	
Be Considerate - Teamwork	
Are baristas working together effectively and efficiently?	
When baristas work well together while interacting with their o	
a passion for what they do. Evaluate your team's performance	
connection, etc. Baristas are properly positioned to meet custo	
delivered accurately and what they think of their service. Deter	mine what can be done to improve the customer
experience and take action.	
Observation: BR2 [] milk steamed per beverage	[] eye contact, thank, promise
[] barista follow 4 major steps	[] beverage sequenced (like for like, 2 at a time)
Coach:	Recognize:
D. Varida Lands) - D. Varida Gold - C. V	
Be Knowledgeable - Meeting Customer Retail Needs	
Do baristas use Connect, Discover, and Respond to meet custor	
Watch the customers and baristas interact in the merchandise	
coffees, teas and merchandise, and if they demonstrate The Gr	
merchandise and condiment bar presentation should be appea	and the state of t
Determine what can be done to improve the customer experier	
Observation: VIA Partner Name: Samples present at register	Goal:
IVIA merchandise fully stocked	Check-in amount:
Coach:	Recognize: Liz Share & Sbox E180
and the property of the second	
Be Welcoming - Facilities	
Are all areas frequented by customers reflective of the Third Pla	ace environment?
The cleanliness and condition of facilities such as the floors, hal	lways and restrooms often impact the
customer's perspective of a store. Ensure the store interior, sur	roundings, exterior building, equipment,
furniture, fixtures and materials are in good repair and are worl	king properly so the customer has a positive
impression. Determine what can be done to improve the custor	mer experience and take action.
Observation Action Taken:	
Follow up Action:	
Completed By:	Date:

HELPLINE AND EMAIL REFERENCE GUIDE

STORE OPERATIONS								
Accounts Payable	APCustomerCare@starbucks.com (888) 796-5282 ext. 20631-84307	Questions regarding invoices and payment status						
Enterprise Help Desk (EHD)	(888) 796-5282 ext. 1	All POS/MWS computer system related issues, IT hardware, software, network, telephone						
Entertainment Support Desk (ESD)	(888) 796-5282 ext. 1	For 32" LCD screen, Black Box, "Now Playing" equipment stores						
Facility Contact Center (FCC)	(877) 728-9349	Brewing, grinding, Alarm System, Safe, Drive Thru headsets, and building facility issues (i.e. roof leaks, parking lot, landscaping)						
Inventory	retinv@starbucks.net (888) 796-5282 ext. 20631-88441	Questions regarding cycle counts, coffee counts, full inventories and P&L inventory adjustments						
Licenses and Permits	(888) 796-5282 ext. 20631-88705	Questions regarding licenses or permits						
Play Network Customer Service	(888) 567-PLAY	Order CDs if necessary for overhead play						
Promo/Operations Hotline	(888) 796-5282 ext. 50000-51184 option 3	Requests for promotional materials (Workbook, Siren's Eye, training materials, job aids), Daily Records Books and Duty Roster Notebooks. Questions regarding Siren's Eye, operational issues, products, beverages, or Hear Music.						
Purolator Shipping Labels	(800) 326-4963 ext. 4240 (CN)	Order preprinted shipping labels for mailpack to the SSC (CN)						
Retail Accounting	RetAcct@starbucks.net	Questions regarding P&L						
Sales Audit	SalesAudit@starbucks.net	Questions regarding banking issues and overs/shorts						
Sales Reporting Hotline	(888) 796-5282 Ext. 20631-87400	For questions from a landlord or mail office representative requesting store sales information						
Signage	Preferred: signage@starbucks.com Back up: (888) 796-5282 ext. 20631-84782	Requests for promotional signage, Drive thru and interior menu inserts, pastry signage, non-SKU'd core signage and POS transaction policy stickers						
Starbucks North America Voicemail (SNA VM)	(888) 729-5656	Field and support partner access						
	EMERGENCIES AND SE	CURITY						
Emergency Communications	(800) 923-BEAN [2326] ext. 2	Message board used for unexpected emergencies and information						
Global Security Operations Center - GSOC	(888) 796-5282 ext. 85400	Report non-emergency and emergency security incidents						
Risk Management/Quality Assurance	(888) 796-5282 ext. 3	Report damage to store property, work-related injuries, and customer incidents						
Product Quality Hotline	(888) 796-5282 ext. 3, option 3	Report specific product quality issues						
	PAYROLL AND PARTNER R	ESOURCES						
Canadian Benefits Centre	(866) 821-7913	To enroll or review your Benefit selections and RRSP contribution						
Employee Assistance Program	(800) 327-5564 (U.S.) (800) 268-5211 (CN)	For assistance with personal issues and services to help balance work and life						
Partner Contact Center (PCC)	(866) 504-7368	Questions regarding pay- related issues, reporting partner injuries, benefit inquiries and direct deposit assistance Canada only - contact for personal information and direct deposit changes						
US Benefits Center	(877) SBUX-BEN [7289-236]	To enroll, review elections, and make changes to Benefits						
Partner Self Service/My Partner Info	Store Portal	View/update personal information including direct deposit, sick/vacation time, address, emergency contact, W-4						
	CORPORATE COMPLI							
Business Conduct Helpline	(800) 611-7792 (866) 614-0760 – French-speaking partners	One of several ways that partners may ask questions or report concerns regarding Business Code of Conduct						

The following is the only information that may be provided to customers.

CUSTOMER SERVICE						
Customer Relations	(800) 23-LATTE [52883]	Store locations, donation requests, customer comments and questions, and equipment returns				
Investor Relations	(888) 796-5282 20631-87118	Starbucks stock information.				
Media Relations	(206) 318-7100	Starbucks media inquiries				
Starbucks Internet website	Starbucks.com	Company information, Starbucks Card, nutritional information, job postings, etc.				
ం rbucks Card	(800) 782-7282	Questions regarding Starbucks Card				



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DAILY RECORDS BOOK

Use of the Daily Records Book (DRB)

This monthly book is used to record daily store information and is divided into weekly tabs for quick reference.

Retention and Destruction

For security and legal compliance, the Daily Records Book must remain in store for six months and then be returned for long-term storage and destruction. Every six months you will receive communication requiring all DRBs older than six months to be boxed up and returned using an online return or pre-addressed mailing label. This ensures retention of legally required payroll documents that are included in the DRB.

The Daily Records Book contains the Fiscal Year Calendar to use for planning and recording store events.

Checklists and Logs

- Paid Out Log is a monthly log located behind the Paid Out tab and is designed to ensure all paid outs are recorded and approved. This log should be reconciled weekly by the store manager.
- Emergency Wage Advance Log is a monthly log designed to record all emergency wage paid outs.
- Store Repair and Maintenance Tracking Log is a monthly log located in the front of the DRB and is designed to track calls made to the Enterprise Help Desk, Facility and Service Desk and the Facility Contact
- Punch Communication Log, Borrowed Partner Log, and Paid Time Off Log are located at the end of the book under the Time and Attendance tab. Use these logs to record key time and attendance information using the policies and procedures on the Time and Attendance tab.

Weekly Tabs

The following information is included in each Weekly Tab section:

- Store Partner Pages: a flexible tool to capture store information in one easy-to-reference place.
 - Store Communication ~ communicate voicemail, email and barista need-to-know information for all store partners.
 - Partner Till Drop Log ~ all partners with assigned tills must complete this section using the policies and procedures behind each Weekly tab.
 - Safe Count, Change Bank Reconciliation, Deposit, and Partner Till Audit ~ for details refer to the policies and procedures behind each Weekly tab.
 - Partner Tip Drop Log ~ use this log to track all tip bags dropped into the safe on a daily basis.
 - Partner Tip Drop Removal ~ use this space to track tip bags being removed from the store safe on a weekly basis.

Miscellaneous

- Sales Audit Envelope ~ for credit card slips, refunds, voids and gift certificates.
- P-Card/Paid Out Envelope ~ for all P-Card, Paid In and Paid Out receipts.

This book is the property of Starbucks Coffee Company. The materials in this book should not be reproduced and should not be used by anyone other than an authorized Starbucks partner. Keep book secured when not in use.

, Marie

CHASE

Special benefits for Chase checking customers! Take advantage of exclusive offers on many Chase products. To learn more visit chase com/exclusives or talk to a banker today!

My Transaction Summary

Transaction #137 Account Number Ending In: Checking Deposit

0515 \$409.13

Cash Amount

\$409.13

Further review may result in delayed availability of this deposit

JPMorgan Chase Bank, N.A. Hudson Street, Branch 000243 1–800–935–9335 Member FDIC, Equal Housing Lender Please keep your receipt 11/02/2010 13:04

Thank you - Milay Cashbox #04

Business Date 11/02/2010 Session #64

CONFIDENTIAL

MORE REWARDS BIGGER DISCOUNTS

SPECIAL BENEFITS JUST FOR BEING A CHASE CHECKING CUSTOMER

TALK TO A BANKER TODAY OR VISIT CHASE.COM/EXCLUSIVES

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CHASEEXCLUSIVES[™]

BETTER RATES

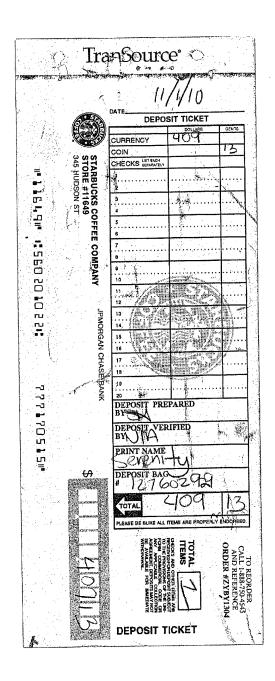
MORE REWARDS

BIGGERDISCOUNTS

SPECIAL BENEFITS JUST FOR BEING A CHASE CHECKING CUSTOMER

TALK TO A BANKER TODAY OR VISIT CHASE.COM/EXCLUSIVES Restrictions and limitations apply

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STARBUCKS COFFEE COMPANY DEPOSIT RECORD GRAND TOTAL:\$

DO NOT DISCORD UPON REMOVAL STAPLE TO CASH MANAGEMENT LOG WITH VALIDATED RECEIPT

Thank You

America's Most Convenient Bank®

4 12:51PM . 11/01/10 .08 \$282.38 - (0 9/0 14th and 5th 04 5411 411

DEPOSITS MAY NOT BE AVAILABLE FOR IMMEDIATE WITHDRAWAL ALL ITEMS ARE RECEIVED SUBJECT TO VERBICATION AND THE RECONDED OF MAY APPLICABLE COLLECTION AGREEMBNT, DEARS NA.

50-0178 09/09

CONFIDENTIAL

Cash Management Log

		2.		SA	FE COUN	IΤ				
NAME	OPEN:	ORKA	MID 1:		MID 2:		MID 3:		CLOSE:	7150 Vi
SAFE COUNT	START	END	START	END	START	END	START	END	START	END
TIME	STORM								12PM	730
\$0.01	20								2.5	22
\$0.05									114_	4
\$0.10			1						170	150
\$0.25	1110								310	290
\$1.00	181								1261	12/14
\$2.00	-0-		<u> </u>						HEE	
\$5.00	1145		<u> </u>						1030	7000
\$10.00	100								90	(O.D
\$20.00	240								08	260
OTHER \$'s	-6								1	50
Total Change Fund									1500	
# Tills/Total \$	40200								Och	X 46026
# Till Drops	Let								14-	+210
Cust, Recov. Cert.	25	/'							125	
P-Card	(Y)/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	MAN.	CY/N
# Tip Bags	-tt	<u>L</u>							\C	1410
Comments:										

	Re	port Store Operating Funds	
Signature:		\$ Amount Entered:	
AND DESCRIPTION OF THE PERSON			

Attach validated deposit slip/courier slip and deposit bag receipt to this sheet

DEPOSIT INFORMATION						
	Deposit Prep		Deposit to Bank			
Cash Controller		Taken By Cash Controller:	Diaka			
Preparing Deposit:	<i>3</i> W	Date to Bank:	IPME			
Start Time:	20M	Time to Bank:	11/24			
Deposit Bag #:	127602929	Deposit Bag #:	127603929			
Deposit Witness:		Banking Witness:	SN SHEET STATE OF THE STATE OF			
Deposit \$:	409.13	Bank Validated \$:	409.13			
Completion Time:	2/390	Bank Validation Time:	1:04P			
Change Order \$:	- A	Change \$ Received:	0			
Comments:	**************************************	Comments:				

Deposit Witness confirms that co initials, completion time, deposit slip amount and sealed deposit bag # are accurately recorded in Deposit Prep section.

[&]quot;Banking Witness confirms that the cc initials, date and time of cc departure to bank and sealed bag # are accurate and recorded in the Deposit to Bank section.

PARTNER	TILL AUDIT #1
Store Manager:	
Date:	
Partner Name:	
Register ID	
Over/Short \$:	
Comments:	

PARTNER	TILL AUDIT #2
Store Manager:	
Date:	
Partner Name:	
Register ID	
Over/Short \$:	
Comments:	

PARTNER	TILL AUDIT #3
Store Manager:	
Date:	
Partner Name:	
Register ID	
Over/Short \$:	
Comments:	

P/	ARTNER	TIP DROP LOG		
PARTNER#	INITIALS:	DROP BAG #:	WITNESS (mandatory):	TIME:
1647244	BI	33586957		9.0
	60	33580050		CU-C
	U			

	DM VERIFI	CATION
DM Signature:	HOUSE THE PARTY OF	Date Reviewed:
Comments:		

PART	NER TIP F	REMOVA	L (weeki	у) .
PARTNER #:	160937	M INITE	als: B	1
CC WITNESS (ma	ndatory):	TIM	₁E: /Ø,	451
(5245 5260 5260 5260 5294 5293	PGD 160		731

*Witness on tip drop removals must be the scheduled cash controller.

Cash Management Log

STORE COMMUNICATIONS °								
DAY	Section of the last of the las	sda	ιΛ	DATE -		V10.		
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REGISTER 1 T	OP DROP BAG #		DROP LOG	REG	ISTER 1	BOTTOM DROP BAG #	CC	DROP LOG
NAME		CC	. INVE	<u> </u>	NAME		INITIALS	33900
Limberly -	59441740 59441734		262	10	whon	59441730	1 m	700
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REGISTER 3 T	DROP BAG#	TIL	L DROP LOG	REG	FARTNER	BOTTOM DROP BAG#	TIL CC	L DROP LOG
NAME	3.5	INITIALS			NAME		INITIALS	
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RECENERAL			Libroror		- Raide	JE(O) HEOME ASS	i i i i	[49]F(6]F(10)
PARTNER	DROP BAG #	CC	TIME		PARTNER	DROP BAG #	CC INITIALS	TIME
NAME		INITIALS			NAME		INITIALS	
							-	
		-	 				1	

STARBUCKS COFFEE COMPANY DEPOSIT RECORD GRAND TOTAL: * 100 100 DISCRED UPON REMOVALOG WITH VALIDATED RECEIPT TOTAL STAPLE TO CASH MANAGEMENT LOG WITH VALIDATED RECEIPT

127602930

Special benefits for Chase checking customers! Take advantage of exclusive offers on many Chase products. To learn more visit chase com/exclusives or talk to a banker today!

My Transaction Summary

Transaction #138 Account Number Ending In: Checking Deposit

0515 \$3,042.00

Cash Amount
Further reviavailability

JPMo
Hudspr

\$3,042.00

Further review may result in delayed availability of this deposit

JPMorgan Chase Bank, N.A. Hudson Street, Branch 000243 1—800-935-9335 Member FDIC, Equal Housing Lender Please Keep your receipt 11/02/2010 13:04

THASE!

Business Date 11/02/2010 Session #64

Thank you - Milay Cashbox #04 . JPMorgan Chase Bank, N.A. Member FDIC.

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BETTER RATES

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DETTED

RATES

REWARDS

BIGGER